



EINFACH BESSER BUSINESS-ENGLISCH

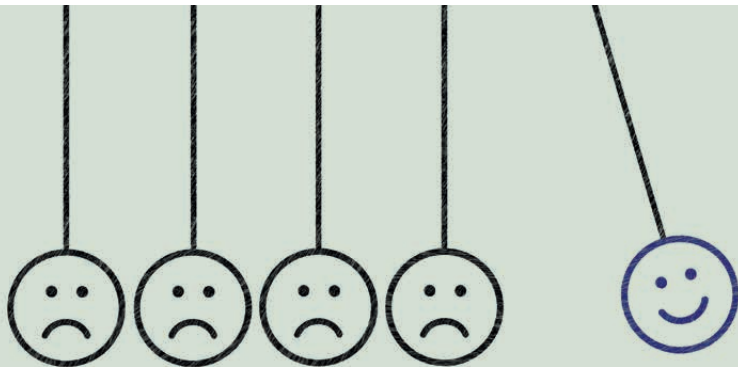


AUDIO

17 | 5 Business Spotlight

Spotlight Verlag

Business Spotlight



EASY ENGLISH

How to communicate clearly at work

BUSINESS SKILLS

Acting strategically

SHORT STORY

Dragons' Den

INTRODUCTION | TRACK 1

David Ingram: Welcome to Business Spotlight Audio 5/2017. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English. We also offer lots of exercises to help you to improve your language and communication skills.

David Ingram: As in each recording, we have a special focus on two particular areas. For our first main topic, we look at the issue of acting strategically at work.

Erin Perry: Our other main focus comes from our Easy English section and looks at how to communicate information effectively. And we also have a special short story for you — about a competition for the best new business idea.

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | TRACK 2

Erin Perry: We'll begin with our Names & News section, with a story about puppy love.

David Ingram: Oh, no. I used to hate that song when I was younger. Donny Osmond sang it.

It was a huge hit in Britain and they never stopped playing it on the radio and...

Erin Perry: No, not that kind of puppy love, David. We're talking here about dogs — and pets more generally — being allowed into the workplace.

David Ingram: Ah, right. But why?

Erin Perry: Well, according to a new study, allowing pets to come to work could be a good way of making staff happier, reducing stress and so on. Anyway, let's hear more about this now.

Puppy love | TRACK 3 EASY

Most employers say they want happy employees. But how do you make workers happy? A good place to start could be by allowing pets in the workplace.

According to a recent study, pet-friendly policies increase company loyalty. They also improve office morale, reduce stress, and remove feelings of guilt about leaving pets at home.

The study of 1,000 employees and 200 HR executives was done by Banfield Pet Hospital in Vancouver, Washington. Banfield, owned by

feelings of guilt

► Schuldgefühle, Gewissensbisse

HR (human resources) executive

► Personalleiter(in)

morale ► Stimmung

pet ► Haustier

policy ► Politik

Puppy love

► Jugendliebe; Schwärmerei
(puppy ► Welpen)

Mars, Inc., is the world's largest general- veterinary practice. It operates nearly 1,000 hospitals throughout the U.S. and Puerto Rico.

"We believe pet-related benefits will continue to rise in popularity among desired workplace benefits," says Stephanie Neuvirth, head of HR at Banfield. Neuvirth told *Employee Benefit News* that younger workers are especially interested in working for pet-friendly companies.

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Introduction (II) | TRACK 4

Erin Perry: Next, we'll turn to a story about a photographer who has become known as the "Chinese Annie Leibovitz".

David Ingram: She's the photographer who took all those wonderful pictures of pop stars and other celebrities, right?

Erin Perry: Very good, David. I'm impressed. You're spot on this time.

David Ingram: No need to be sarcastic, Erin. It doesn't suit you.

Erin Perry: OK, well, the photographer in our story is called Chen Man. And as you listen to the story about her, try to answer this question: how many different races does Chen Man say there are in China?

Communicating without words? | TRACK 5

MEDIUM

Photographer Chen Man has been called the "Chinese Annie Leibovitz". Like Leibovitz, Chen is known for her celebrity portraits. The 36-year-old has photographed Nicole Kidman and Rihanna, among others, for the Chinese versions of magazines such as *Vogue*.

Chen told *The New York Times* that she originally trained as a painter, has worked as a graphic designer and attended a theatre school. "Because I drew people a lot in my childhood, I am very attuned to details," she explains. "When I shoot celebrities, I make them look better." Chen says she wants to show people in the West what the Chinese really look like. "People think Chinese look the same, but we are kind of like the Americans. We have 56 different races."

Her latest project is an app that uses short videos to improve communication among people who speak different languages. "I'm

attuned: be - to sth.

- auf etw. eingestellt sein;
- hier: auf etw. achten

benefit

- Zusatzleistung

celebrity

- Prominente(r)

Inc. (Incorporated)

- etwA: AG

kind of ifml. ► ziemlich

- practice ► Praxis;
- hier: Klinikverbund

- race ► hier: Volk, ethnische Gruppe

shoot sb.

- jmdn. fotografieren

theatre school

- Schauspielschule

hoping that when people use an app that solely uses short videos and clips, people are using what they see to communicate rather than a language that puts up walls and boundaries between different countries,” Chen says.

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Erin Perry: OK? Did you get the answer? How many different races does Chen Man say there are in China?

- The answer is 56. Listen again.
- “People think Chinese look the same, but we are kind of like the Americans. We have 56 different races.”

Erin Perry: If you didn’t get the answer the first time, go back and listen to the text again.

BUSINESS SKILLS

Ken Taylor on acting strategically Introduction | TRACK 6

David Ingram: We’ll move on now to our first main focus, from our Business Skills section. And the topic is an important one for everyone: how to act strategically at work.

Erin Perry: What exactly do you mean by “strategically”?

David Ingram: Well, Erin. Put simply, what we mean is doing the right things at work — and in

the right way — in order to help your organization to reach its strategic goals.

Erin Perry: That’s assuming the organization has any strategic goals.

David Ingram: Indeed, good point! And that’s something that Bob Dignen talks about in his latest article in the current issue of *Business Spotlight*. But assuming that your organization does have strategic goals, how can you help it to reach them? Here’s our communication skills expert, Ken Taylor, with some tips and exercises on this topic.

Exercise: Strategies | TRACK 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Acting strategically at work means doing the right things in the right way. In his article in the latest issue of *Business Spotlight*, Bob Dignen looks at what acting strategically can mean for you, your organization and your working relationships.

In this first exercise, let’s look at the importance of a strategic approach to your work. First, you will hear a statement. In the following pause, say whether you agree or disagree with the statement and why. Then I will tell you Bob’s opinion based on his article. OK? Here’s the first statement.

boundary ➤ Grenze

solely ➤ ausschließlich

1. Strategic thinking is similar to wishful thinking.
 - Bob disagrees. Strategic thinking must be based on reality. Next statement.
2. Senior management needs to understand new industry trends and methods.
 - Bob agrees. This will help them to generate ideas to manage necessary changes. OK, next statement.
3. We can't always know our own industry marketplace.
 - Bob agrees. Our business environment is often highly complex. Next one.
4. Many organizations work on a short-term basis because of financial pressures.
 - Bob agrees. In difficult financial situations, survival becomes more important than future strategy. OK, next one.
5. It is fairly easy for leaders to engage their people with their strategic thinking.
 - Bob disagrees. There is often a disconnect between leaders and the rest of their organization. Next statement.
6. There is a consensus in books on business about what defines successful leadership.

- Bob disagrees. You can read strongly held, different and even opposing beliefs. OK, here's the last statement.

7. You may need different leadership styles for different situations.

- Bob agrees. You need to match your leadership style to the task at hand and to the people involved.

Ken Taylor: OK, good. From this exercise, it's obvious that acting strategically is not easy. It requires commitment. And this can only be obtained by good, clear communication.

Exercise: Dialogue | TRACK 8 MEDIUM

Listen to this discussion between Ben, a team leader, and Sharon, a new member of the team. Listen in particular to how Ben tries to connect Sharon's activities to the team's strategy. Afterwards, we'll practise some of the language involved.

business environment

- geschäftliches Umfeld

disconnect

- fehlende Verbindung;
hier: Mangel an Abstimmung

engage sb. with sth.

- jmdn. in etw. einbinden

industry trend

- Branchentrend

senior management

- Geschäftsleitung, obere Führungsebene

short-term

- kurzfristig

strongly held

- mit Überzeugung vertreten

task at hand

- anstehende Aufgabe

Ben: So give me a short run-down on what you've been working on the last couple of weeks.

Sharon: Oh! It's been really hectic, almost overwhelming — so many forest fires to put out in production. And there was that internal report that had to be done and the re-issuing of the customer guidelines and...

Ben: Hold on a second, Sharon! Let's take it one at a time. What were the production problems?

Sharon: Four breakdowns on line 2. They asked me to help.

Ben: Why you? That's not really your responsibility. Remember, we have some other strategic goals to meet this month.

Sharon: Well, it does impact our work.

Ben: Yes. But production have their own people for that. Your role is more strategic now — benchmarking new production technologies for the future.

Sharon: Ah! I suppose you are right. But that internal report took up time, too.

Ben: Remind me how this fits in with our strategy and goals.

Sharon: It was a summary of the SWOT analysis we did in the workshop. It's almost done.

Ben: Great. We can look at it in the next team meeting. That will be a very useful tool to help us adjust our strategic approach.

Ken Taylor: Did you notice how Ben was trying to help Sharon to think and act strategically? This means not just keeping busy but acting more thoughtfully and strategically, and focusing on the really important tasks.

OK, now you try. Imagine you are in Ben's situation. First, you will hear Sharon speak. I'll then tell you what to say. You speak in the pause. Then you will hear Ben's version as a model. OK? Let's start.

Sharon: Oh! It's been really hectic, almost overwhelming — so many forest fires to put out in production. And there was that internal report that had to be done and the re-issuing of the customer guidelines and...

■ Ask her what the production problems were.

Ben: What were the production problems?

adjust sth. ► etw. anpassen

benchmark sth.

► etw. bewerten

forest fire: put out a ~

► einen Waldbrand löschen;

hier: eine Krisensituation bewältigen

goal ► Ziel

guidelines ► Richtlinien

hold on a second

► warte(n Sie)

impact sth. ► Auswirkungen auf etw. haben

let's take it one at a time

► immer der Reihe nach

line ► hier: Band, Fertigungsstraße

overwhelming

► überwältigend; hier: nicht zu bewältigen

re-issuing ► Neuauflage

run-down ► Zusammenfassung, kurzer Überblick

summary

► Zusammenfassung

SWOT (strengths, weaknesses, opportunities, threats) analysis

► Analyse von Stärken, Schwächen, Chancen und Risiken

Sharon: Four breakdowns on line 2. They asked me to help.

■ Tell her that it is not really her responsibility.

Ben: That's not really your responsibility.

■ Remind her that you have some other strategic goals to meet this month.

Ben: Remember, we have some other strategic goals to meet this month.

Sharon: Well, it does impact our work.

■ Agree, but tell her that production has their own people for that.

Ben: Yes. But production has their own people for that.

■ Tell her that her role is more strategic now.

Ben: Your role is more strategic now.

Sharon: Ah! I suppose you are right. But that internal report took up time, too.

■ Ask her to remind you of how this fits in with your strategy and goals.

Ben: Remind me how this fits in with our strategy and goals.

Sharon: It was a summary of the SWOT analysis we did in the workshop. It's almost done.

■ Tell her that it will be a useful tool to help you to adjust your strategic approach.

Ben: That will be a very useful tool to help us adjust our strategic approach.

Ken Taylor: Well done. The phrases we have just practised are very useful when you want to connect your daily work to your organization's overall strategy — and to remind others to do the same.

Exercise: Four tools | TRACK 9 MEDIUM

Ken Taylor: Bob Dignen suggests in his article that we often talk at people in the belief that this speeds up the communication. He suggests we often need to take it slowly and to use four tools to help with understanding: repeating, reformulating, summarizing and clarifying.

Ken Taylor: Repeating is simply saying again what you think you heard someone say. For example:

Sharon: There were four breakdowns on line 2.

Ben: Four breakdowns on line 2!

Ken Taylor: Reformulating is saying something in a slightly different way. For example:

Sharon: There were so many forest fires to put out in production.

forest fire: put out a ~

• einen Waldbrand löschen;
hier: eine Krisensituation
bewältigen

line • hier: Band, Fertigungs-
straße

Ben: OK, so you had to deal with several problems in production.

Ken Taylor: Summarizing is pulling out the main points of what someone said. For example:

Sharon: Oh! It's been really hectic, almost overwhelming — so many forest fires to put out in production. And there was that internal report that had to be done and the re-issuing of the customer guidelines and...

Ben: So, you've had to deal with production breakdowns, the internal report and the customer guidelines.

Ken Taylor: Finally, clarifying is asking someone to explain more clearly and simply. For example:

Sharon: It was that stuff we did on the team day — you know about strengths and that.

Ben: What exactly do you mean?

Sharon: It was a summary of the SWOT analysis we did in the workshop. It's almost done.

Ken Taylor: OK, now you try. You take the part of Ben again. You will hear Sharon. Then I'll tell you which tool to use. You speak in the pause. Then you will hear Ben's version. Don't worry if your answer isn't exactly the same as Ben's. Good. We'll start.

Sharon: There were four breakdowns on line 2.

■ Repeat what was said. ➤

Ben: Four breakdowns on line 2!

Sharon: There were so many forest fires to put out in production.

■ Reformulate what was said. ➤

Ben: OK, so you had to deal with several problems in production.

Sharon: Oh! It's been really hectic, almost overwhelming — so many forest fires to put out in production. And there was that internal report that had to be done and the re-issuing of the customer guidelines and...

■ Summarize what was said. ➤

Ben: So, you've had to deal with production breakdowns, the internal report and the customer guidelines.

Sharon: It was that stuff we did on the team day — you know about strengths and that.

■ Clarify what was said. ➤

Ben: What exactly do you mean?

Sharon: It was a summary of the SWOT analysis we did at the workshop. It's almost done.

Ken Taylor: Well done. Repeating, reformulating, summarizing and clarifying will help you make

guidelines ➤ Richtlinien

overwhelming

➤ überwältigend; hier: nicht zu bewältigen

re-issuing ➤ Neuauflage

stuff ➤ Zeug, Sachen

summarize sth.

➤ etw. zusammenfassen

SWOT (strengths, weaknesses, opportunities, threats) analysis

➤ Analyse von Stärken, Schwächen, Chancen und Risiken

sure that you strategically manage the communication process.

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | TRACK 10

David Ingram: We'll stay now on the subject of communication skills and also stay with Ken Taylor, the author of our Personal Trainer section in *Business Spotlight*.

Erin Perry: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in using English at work. And Ken is in the studio now to tell us more about his latest interview partner.

Interview: Ken Taylor | TRACK 11 EASY

Erin Perry: Welcome, Ken. So, tell us, who is the subject of your latest dialogue in the Personal Trainer section in *Business Spotlight*?

Ken Taylor: Her name is Carmen Gnann. And she's a freelance consultant, specializes in process and data analysis and optimization. She works quite a lot in projects in the public health system.

Perry: And which topics did you discuss with Carmen?

Taylor: Running meetings in international research teams, especially dealing with the cultural differences.

Perry: What were some of the key points that came out of your discussion?

Taylor: We discussed whether Carmen should impose her German rules on the meeting and, if not, how to deal with questions of punctuality, decision-making and how to manage hierarchies in the group. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: And, finally, what can listeners do if they would like to ask you questions related to their own work?

Taylor: All they need do is write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

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consultant ➤ Berater(in)

freelance

➤ freiberuflich

impose sth. on sb./sth.

➤ etw. jmdm./etw. auferlegen

issue ➤ Ausgabe

research team

➤ Forschungsteam

topic ➤ Thema

SKILL UP!

The language of presentations

Introduction | TRACK 12

David Ingram: Let's "skill up" now on our language, with some idiomatic terms related to presentations.

Erin Perry: Yes, presentations are an important part of business life, whether they take place in front of a large audience or just a small group of colleagues or business partners. And there are a number of idiomatic expressions relating to the area of presentations. So let's practise some of these now. OK?

Exercise: Presentation idioms | TRACK 13

MEDIUM

Erin Perry: In this exercise, we'd like you to form some idioms. First, you'll hear a description of a situation and then two suggestions, a) and b). In the pause, choose the correct suggestion to form the idiom relating to the area of presentations. Then you'll hear the correct answer. OK? Let's get started.

1. If a device breaks down, does it...
 - a) pack away?
 - b) pack up?
 - b) is correct. If a device no longer works, it "packs up". Next one.

2. If someone is speaking, and you interrupt them rudely, do you...
 - a) butt in on that person?
 - b) butt out on that person?
 - a) is correct. If you interrupt someone rudely, you "butt in on" them. Next one.
3. If someone speaks in a way that you're completely unable to understand, are they talking...
 - a) double Dutch?
 - b) silly Dutch?
 - a) is correct. If someone speaks in a way that you are completely unable to understand, they're talking "double Dutch". OK, here's the last one.
4. If something arouses your interest, does it...
 - a) flood your attention?
 - b) float your boat?
 - b) is correct. If something interests you, it "floats your boat". But be careful with this idiom because to float somebody's boat can also mean to arouse someone sexually.

Erin Perry: Did you get all those idioms right? If not, go back and try them again.

Skill Up!, no. 46, pp. 18–19

arouse sth.
➤ etw. wecken

device ➤ Gerät
rudely ➤ unhöflich

FALSE FRIENDS

Exercise: Translation | TRACK 14 MEDIUM

David Ingram: Let's continue "skilling up" on our vocabulary. Here, we'll look at some false friends relating to presentations. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause misunderstandings.

Now, in this exercise, we'd like you to translate some German words and sentences into English, being careful to avoid the false friends. Let's begin.

Erin Perry: Our first word relates to the information that is projected on to a screen when giving a presentation. Please translate this word.

German: Folie

English: slide

David Ingram: Don't say "foil" here. "Foil" is also translated as Folie, but this is a thin flexible sheet, made, for example, of aluminium or plastic. In the context of presentations, the German word Folie is "slide" in English. Translate this sentence, please.

German: Sie können das deutlich auf der nächsten Folie sehen.

English: You can see this clearly on the next slide.

Erin Perry: Our next word refers to things that have been put on top of each other. Translate this word, please.

German: Stapel

English: pile

David Ingram: You can't say "staple" here as this is a small piece of metal that you use to connect sheets of paper — *Heftklammer* in German. The correct English translation of the German word *Stapel* is "pile". Translate this sentence now.

German: Das Formular, das du brauchst, liegt oben auf dem Stapel.

English: The form that you need is on top of the pile.

Erin Perry: Our next word refers to a sign that is used to point to something. Translate this word now.

German: Pfeil

English: arrow

David Ingram: "File" is wrong here as this refers to a kind of folder that is used to keep documents. The German word *Pfeil* is translated as "arrow" in English. Translate this sentence, please.

German: Der blaue Pfeil zeigt auf die Umsatzzahlen.

English: The blue arrow is pointing to the sales figures.

folder ➤ Mappe, Ordner

project sth. on to sth.

➤ etw. auf etw. projizieren

sheet

➤ Platte; Bogen

Erin Perry: OK, our last word is a verb that refers to thinking about something overnight before you make a decision. Translate this word now.

German: etwas überschlafen

English: sleep on something

David Ingram: Don't say "oversleep" as this means "to wake up later than you were supposed to". The German verb *etwas überschlafen* is "to sleep on something" in English. Please translate this sentence.

German: Ich denke, wir sollten diesen Vorschlag noch überschlafen.

English: I think we should sleep on this suggestion.

Erin Perry: Well done.

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INTERCULTURAL COMMUNICATION

The United States

Introduction | TRACK 15

David Ingram: Erin, what exactly does it mean to you to be American?

Erin Perry: Well, it means... um, you know, it means..., that's a difficult question actually, David. Why do you ask?

David Ingram: Well, I thought it might be difficult because many countries are going through

something of an identity crisis at the moment, in which it becomes difficult to define who they really are and what they stand for.

Erin Perry: You can say that again.

David Ingram: And that's the topic of our special feature in the latest issue of *Business Spotlight* — what exactly is American? And we've got a special guest here in the studio now to talk about one sector that has traditionally been seen as typically American: the motor industry. Doug Bolduc is the managing editor of *Automotive News* and he's here to talk to us now.

Interview: Doug Bolduc | TRACK 16 **ADVANCED**

Erin Perry: Welcome, Doug. The motor industry is often seen as the quintessential American industry. But just how American is the American motor industry nowadays?

Doug Bolduc: Well, there's a giant misconception that the auto industry can be tied to one nation. It's a global industry. All of the different automakers build cars around the world, whether it be in Europe, the United States or China. And it's also very interesting when you look at all the different parts that make up a vehicle. It's an amazing hotchpotch of things from all around the world.

amazing ifml. ➔ erstaunlich

hotchpotch

➔ Sammelsurium

misconception

➔ irrige Meinung

motor US ➔ Kfz-

Perry: US president Donald Trump received a lot of publicity for suggesting that Germany was selling too many cars to the US. How were those comments received in the US?

Bolduc: Well, there was a lot of head-shaking, which has become par for the course when dealing with the current president. The automakers that are set up in the United States like BMW, like Mercedes — and Volvo is about to open a plant in the United States — all of them have factories [there], they're using local employees, they're not bringing in employees from different parts of the world. They're using American employees. And for every direct job at a plant, there are anywhere between three and five indirect jobs that are created. So for instance, BMW, their plant in South Carolina, they're going to have up to 10,000 people when they finish their next expansion. 10,000 people, if you multiply that by three, four or five, you're talking about thirty to forty to fifty thousand people in that general area that are benefiting from the plant.

I mean BMW's a great example: they're exporting the majority of the vehicles that they're building in South Carolina. And Volvo has made the same promise, that 50 per cent of all the vehicles that it produces in the US will be exported. This is actually a great example of free trade and of items going back and forth across borders and being beneficial to the country. It's

not just everything is coming in from Germany or Japan or China. They're actually building a lot of it there.

Perry: Thank you very much, Doug.

Bolduc: You're welcome. Thank you very much.

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GRAMMAR

Modifying adjectives

Introduction | TRACK 17

David Ingram: OK, it's time for some grammar! And this time, we're going to look at how to modify adjectives.

Erin Perry: Go on, this sounds very interesting.

David Ingram: Exactly, Erin. You just modified the adjective “interesting” with the modifier “very”. But note you couldn't say “absolutely interesting”, although “absolutely” does go with certain other adjectives.

Erin Perry: That's *absolutely* fascinating.

David Ingram: OK, I can see you've got the hang of this. Well, let's practise this together now.

back and forth

• hin und her

par for the course

• nicht anders zu erwarten

plant ➡ Werk

you're welcome

➡ gern geschehen

Exercise: Gradable and ungradable adjectives**TRACK 18 ADVANCED**

David Ingram: “Gradable adjectives” have a comparative and superlative form and can be modified to make them stronger or weaker with modifiers such as “very” or “a bit”. On the other hand, “ungradable adjectives” describe a more or less absolute quality. They are less likely to be used in the comparative or superlative form, but can be combined with certain absolute modifiers for emphasis.

You’ll now hear two “adjective + noun” collocations. Decide which collocation contains a gradable adjective and which one contains an ungradable adjective. Then we’ll give you the answer and a short explanation. Here are the first two collocations. Ready?

1. a difficult question, a correct answer
 - “Difficult” is a gradable adjective. A question may be more difficult or very difficult. “Correct” is ungradable because an answer can only be correct or false. Next one.
2. a sweet cake, natural ingredients
 - A cake may be sweeter, very sweet or less sweet. So “sweet” is gradable. “Natural”, on the other hand, is an absolute quality of the ingredients here and is therefore ungradable. Next one.

3. a true story, bad news

- A story is either true or false, so the adjective “true” is ungradable. However, news can be bad, very bad or not so bad. So “bad” is a gradable adjective. OK, and the last one.

4. a hard job, a possible solution

- A job may be harder or less hard. So “hard” is gradable. “Possible”, on the other hand, is an ungradable adjective, as something is either possible or not.

Erin Perry: Well done.

Exercise: Modifying gradable and ungradable adjectives **TRACK 19 ADVANCED**

Erin Perry: You’ll now hear two modifying words and then a sentence with a gradable or an ungradable adjective in it. In the pause, choose the modifier that is best suited to the adjective. Then you’ll hear the correct answer. Ready?

1. absolutely, quite
 - Rents for housing are expensive in major cities.
 - Rents for housing are quite expensive in major cities.

Erin Perry: “Expensive” is a gradable adjective that can be modified with “quite”. “Absolutely” is used with ungradable adjectives. Next one.

2. really, completely

- The figures in the list were wrong.
- The figures in the list were completely wrong.

Erin Perry: “Wrong” is an ungradable adjective. Here, you need “completely” to modify it, not “really”, which is used with gradable adjectives. And the next one.

3. perfectly, extremely

- Our new colleague is a skilled person.
- Our new colleague is an extremely skilled person.

Erin Perry: “Skilled” is a gradable adjective that is modified with “extremely” here, whereas “perfectly” is used with ungradable adjectives. Next one.

4. very, absolutely

- It will be impossible to keep to the deadline.
- It will be absolutely impossible to keep to the deadline.

Erin Perry: “Impossible” is ungradable and has to be used with “absolutely” here. You use “very” with gradable adjectives.

5. totally, very

- His new job is demanding.
- His new job is very demanding.

Erin Perry: “Demanding” is a gradable adjective, which is modified with “very” here. “Totally” is used with ungradable adjectives.

David Ingram: How did you do? If you found this exercise a bit or very difficult, go back and try again until you get all the sentences perfectly right.

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EASY ENGLISH

Ken Taylor on communicating information

Introduction | TRACK 20

David Ingram: Erin, I need to engineer an outsourced solution to the recording studio mobility issue going forward.

Erin Perry: David, what on earth are you talking about? “Engineer an outsourced solution?” “Mobility issue?” “Going forward?”

David Ingram: Well, what I mean is that, because I’ve sold my car, in future, I’ll need to find someone who can give me a lift to the recording studio. Is that clearer?

Erin Perry: Much clearer. Why didn’t you just say so the first time?

David Ingram: Well, I was just getting us into our next topic, which is about communicating information in a way that other people can understand — and checking whether they really have understood. Here’s our communication skills expert, Ken Taylor, once again with some helpful exercises.

Exercise: Checking understanding | TRACK 21**EASY**

Ken Taylor: We do not always communicate clearly with other people at work. So there is always the risk of misunderstanding. And this becomes more likely when some of the people involved are communicating in a second language. Let's practise some phrases that can help you to check whether you are being clear. Then we'll test whether you can use these phrases in context.

First, listen and repeat the following six phrases. Speak in the pause and try to match the speaker's pronunciation and intonation. Then you will hear the phrase again. OK? We'll begin.

- Do you know what I mean?
- ▶ Do you know what I mean?

- Is that clear?
- ▶ Is that clear?

- Does that make sense?
- ▶ Does that make sense?

- Is that enough information?
- ▶ Is that enough information?

- Do you have everything you need?
- ▶ Do you have everything you need?

- Do you have any questions?
- ▶ Do you have any questions?

Ken Taylor: Well done. Now, let's put these phrases into a context. I'll tell you the situation and give you some key words that you should use to check whether the other person has understood you and/or has all the information they need. You speak in the pause. Afterwards, you will hear a model from the speaker again. Ready. Good. Let's start.

- You are talking about a typical problem and want to know if the other person has had the same experience. Ask a question that includes the words "know" and "mean".
- ▶ Do you know what I mean?

- You have given someone a detailed explanation of how to carry out a task. Ask a question that includes the words "everything" and "need".
- ▶ Do you have everything you need?

- You want to know if the other person understands the logic of what you have said. Ask a question that includes the words "make" and "sense".
- ▶ Does that make sense?

- You are not sure if you have explained a problem in a way that can be easily understood. Ask a question that includes the word “clear”.
- Is that clear?
- You are not sure if someone wants to ask for further information. Ask a question that includes the words “have” and “questions”.
- Do you have any questions?
- Finally, you want to check if the other person needs more details. Ask a question that includes the words “enough” and “information”.
- Is that enough information?

Ken Taylor: How was that? Use these questions to make sure that your communication is being fully understood in the way you intend it to be.

Business Spotlight 5/2017, pp. 54–55

TECHNOLOGY

English 4.0: Brexit meets Industry 4.0

Introduction | TRACK 22

David Ingram: Now, for a complete change of topic, it's time to turn our attention to technology and our regular English 4.0 section in *Business Spotlight*.

Erin Perry: Yes, and one of the key questions facing the United Kingdom is what kind of industrial and technological future it will have when it leaves the European Union, currently planned for 2019.

David Ingram: Indeed. And *Business Spotlight's* technology editor, Eamonn Fitzgerald, is here in the studio now to tell us more about this topic.

Interview: Eamonn Fitzgerald | TRACK 23

ADVANCED

Erin Perry: Welcome, Eamonn. Your latest column is about Britain, which, of course, is where what is now called the “First Industrial Revolution” began. And most of its important technological innovations were British. But will Britain also play a key role in the “Fourth Industrial Revolution” of Industry 4.0?

Eamonn Fitzgerald: That's a very good question. And before I answer it, I'd like to give the listeners an overview of Britain's role in its industrial revolutions and where it stands today in relation to Industry 4.0, the Fourth Industrial Revolution. Britain was the home of the First Industrial Revolution, with all its innovations and technologies and the initiative for a new kind of manufacturing for factories, for urban living.

In the Second Industrial Revolution, Britain also played a key role not just in shipping and steel manufacturing but also in finance. And

it was the emerging role of London in finance that created the instruments that allowed the industrial revolution to go global, and also to make Britain an empire. And as regards the Third Industrial Revolution, well I'll mention just one name and that's Tim-Berners Lee, and he is the inventor of the World Wide Web, which, of course, plays such a huge role in our lives and in economies today. So we can see that Britain has played a constant role in the various industrial changes over the last 250 years. And now, Industry 4.0, the Fourth Industrial Revolution, well, it depends for many on one word: "Brexit", the decision by Britain to leave the European Union. What will the impact of Brexit be on Britain's industrial policy and on its future? We simply don't know. But it will be an important factor in Britain's evolution and possible revolution.

Perry: While researching your latest column, you spoke to Mark Skilton, co-author of a forthcoming book about the Fourth Industrial Revolution. Why is Skilton so optimistic about Britain's technological future?

Fitzgerald: Mark Skilton is an information technology consultant, and he is also professor of practice in information systems management at the Warwick Business School in Coventry in England. And along with Dr Felix Hovsepian, he's written a book called *The Fourth Industrial*

Revolution. And Skilton believes that Britain has a long history that suggests it will be able to cope with whatever changes come. And this history, he said, doesn't begin in 1973, when Britain joined what was then the Common Market and became the European Union. Long before '73, Britain was a centre for innovation and for research. And in fact, he talked about this history going back a thousand years to Oxford, where there was a tradition of teaching and learning. So he was quite optimistic that there will be a very important role for Britain on the emerging platforms and in the emerging technologies. And that's why he called the book *The Fourth Industrial Revolution* and he firmly believes that Britain will be at the centre of it.

Perry: It's generally agreed that artificial intelligence, or "AI", will play a central role in Industry 4.0. So what is the state of AI in Britain?

Fitzgerald: Interestingly, the subtitle of *The Fourth Industrial Revolution* by Mark Skilton and Felix Hovsepian is "Responding to the Impact

business school

► Wirtschaftshochschule

cope with sth.

► mit etw. zurechtkommen

emerging ► neu (entstehend)

evolution ► Entwicklung

forthcoming

► in Kürze erscheinend

impact ► Auswirkung(en)

research (sth.)

► Forschung; Recherchen über etw. anstellen

respond to sth.

► hier: auf etw. reagieren

revolution ►

hier: umwälzende Neuerungen

of Artificial Intelligence". And artificial intelligence, which is often referred to as "AI", is seen as one of the platforms that will transform digital manufacturing and digital life in the coming years. And four of the biggest AI start-up acquisitions in the past five years have come from Britain, starting with Google's purchase of DeepMind in 2014 for a reported £400 million. Then Apple bought the Cambridge-based natural language processing specialist Vocal IQ. Microsoft bought SwiftKey, and Twitter recently acquired Magic Pony. So, you can certainly see that when it comes to the big players, British companies are of great interest and what they're doing is enormously valuable.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 5/2017, pp. 68–69

ENGLISH ON THE MOVE

Ken Taylor on remote communication

Introduction | TRACK 24

David Ingram: Erin, have you ever taken part in a telephone conference for work?

Erin Perry: Yes, I have. And you know what? It was a total disaster. I never knew who was talking as nobody introduced themselves. People joined the call late. Often, people were talking at the same time. The connection was bad, so I

didn't understand half of what was said. Shall I go on?

David Ingram: No, I think I get the general picture. And the things you mention are quite typical problems with conference calls. But it doesn't have to be like that if you learn and follow some basic rules. Here's Ken Taylor again, with tips and exercises on this topic.

Exercise: Dialogue | TRACK 25 MEDIUM

Ken Taylor: A telephone conference is only as good as the people taking part in it. A good conference call has active, engaged participants who make their own views known and who are prepared to listen to the views of others. In other words, a good telephone conference has all the attributes of a good face-to-face meeting. It's just that the conference is carried out remotely and this can be very demanding. It requires a great deal of concentration.

Listen to this conversation between Jean, who is highly experienced at taking part in telephone conferences, and Keith, who is about to chair his first such conference.

As you listen, make a note of the six key tips that Jean gives to Keith. You can then check

acquire sth.

• etw. erwerben; hier:
übernehmen

acquisition

• Übernahme

big players

• große Unternehmen

purchase • Erwerb

you're welcome

• gern geschehen

your notes with my summary at the end of the conversation. OK? Ready? Let's start.

Keith: Jean, I'm a bit nervous about the telephone conference this afternoon. I know what we're supposed to be talking about, but I'm a bit worried about not understanding people or putting my foot in it somehow. You know how these things work. Is there anything I should be thinking about?

Jean: Background noise can really interfere in our understanding of each other, especially when there are several second-language speakers from different parts of the world involved. So, make sure you call from a quiet location. And speak slowly.

Keith: Slowly?

Jean: Well, certainly speak at the speed that you want to be spoken to. This is important when you have both second-language-speaker and native-speaker participants. Give the native speakers a good example to follow so that you are not continually asking them to slow down.

Keith: Got you. I'm also a little worried about the fact that I have a fairly strong American accent. Is that a problem, do you think?

Jean: Everyone has an accent. But a strong accent may be difficult to understand if the others are not used to it. And accents are exaggerated over the phone. So, speak clearly. And occasionally, ask the others if they understand you. Get some feedback on how you sound on the phone.

Keith: I've been told that telephone conferences can be very boring. Is there anything I can do to prevent that?

Jean: Well, a lot of people seem to speak in a boring way! Their voices are flat and uninteresting. Remember that people cannot see your facial expression, so you need to put some energy and enthusiasm into your voice. Energetic voices energize the other participants. They are easier to listen to and underline the key messages so that misunderstandings are less frequent.

Keith: Thanks, I'll try to do that. Do you have any other tips?

Jean: Yes. Make sure the other participants know if you have to leave the call or when you are entering or returning to the conference. You need to tell them because they can't see you leaving or returning. It's really irritating if you don't know whether everyone is actually present.

Keith: I can imagine. Mike was also telling me that the conferences he's been involved with go on way past the scheduled time. Is that common?

exaggerated: be ~

► übertrieben sein; hier: deutlicher wahrgenommen werden

facial ► Gesicht-

flat ► hier: monoton

got you *ifml.* ► alles klar

interfere in sth.

► etw. stören

irritating ► ärgerlich

put one's foot in it *ifml.*

► in ein Fettnäpfchen treten

scheduled

► anberaumt

underline sth.

► etw. hervorheben

way *ifml.* ► weit

Jean: Unfortunately, that's often the case. But you can always suggest taking a short "bio break" or time out a quick stretch. We are not just ears! The rest of our bodies need some attention, too.

Ken Taylor: So, did you get the six tips that Jean gave to Keith? They were as follows:

1. Call from a quiet location.
2. Speak at the speed you want to be spoken to.
3. Speak clearly, particularly if you have a strong accent.
4. Speak with energy and enthusiasm.
5. Tell the other participants when you are leaving or entering the call.
6. Suggest that you have breaks in longer conferences.

Did you get all of these tips? If you follow Jean's advice, your participation in telephone conferences will be improved — and appreciated.

Business Spotlight 5/2017, p. 62

INSIGHT

Business news with Ian McMaster

Introduction | TRACK 26

David Ingram: Welcome now to our Insight section, in which Business Spotlight editor-in-chief Ian McMaster gives his views on the recent business news.

Erin Perry: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: Well, Erin, first we're going to look at whether the United States is right to pull out of the Paris climate agreement. We'll also be discussing potential tantrums in the bond markets, and we'll be asking whether Germany's balance of payments surpluses are bad for the world economy.

Erin Perry: OK, as always, we're intrigued.

Business news: Paris Agreement, the bond market and Germany's surpluses | TRACK 27

ADVANCED

Erin Perry: So, Ian, you said the first topic was whether the US is right to pull out of the Paris climate agreement. What are the arguments here?

Ian McMaster: Most people in Europe were shocked when Donald Trump announced that the US was going to withdraw from the Paris climate accord, which was agreed by 195 countries back in 2015. The accord is seen as the most comprehensive agreement to date for tackling

accord

- Abkommen

bio break

- kurze Auszeit, um auf die Toilette zu gehen, „Pinkelpause“

comprehensive

- umfassend

tackle sth.

- etw. angehen

time out a quick stretch

- eine kurze Pause anordnen

topic

- Thema

withdraw from sth.

- sich aus etw. zurückziehen

global warming, through a set of mainly voluntary agreements. And if you'll excuse the pun, Trump's announcement has led to a heated debate, both about the accord and climate change. Those who support Trump's action either question whether global warming really is going to be as serious as most experts suggest, or they believe that the Paris accord is an ineffective instrument for reducing global warming. And they also believe that the agreement would be bad for US industry, in particular, the coal industry, which Donald Trump has said he wants to support. In announcing the decision to withdraw, Donald Trump said that he was elected "to represent the citizens of Pittsburgh, not Paris".

Now, at a factual level, that statement is problematic for two reasons. First, Donald Trump was indeed elected to represent Paris — Paris, Texas, that is. More seriously, Pittsburgh has moved away from its coal and steel past to become a leading green city in the US. And its mayor, Bill Peduto, criticized Trump's withdrawal from the Paris accord. Like other opponents of the withdrawal, Peduto sees it as a case of the US failing to give leadership on the climate change issue and failing US workers, who will in future be dependent on the development of newer, greener technologies rather than a return to traditional industries. Anyway, as I said, it's a very heated debate, and you can

read more about it in the Head-to-Head section of Business Spotlight.

Perry: For your next topic, you said you were going to talk about potential tantrums in the bond markets. You mean "temper tantrums" like children have?

McMaster: Very similar. Tantrums or temper tantrums are uncontrolled bursts of anger and frustration, and young children often have these, for example, when something is taken away from them, such as a favourite toy at meal times. In the case of the financial markets, instead of temper tantrums, we sometimes see "taper tantrums". And this is something that central banks are very worried about at the moment. If something "tapers off", it gradually gets less and less. And many central banks are looking at how they can gradually reduce the monetary stimulus that they have pumped into the financial markets in recent years, typically through the purchase of government bonds, which has the effect of putting more money into the markets. The danger here is that

bond market

► Anleihenmarkt

burst ► Ausbruch

heated ► aufgeheizt, hitzig

mayor ► Bürgermeister(in)

pun ► Wortspiel

tantrum ► Wutanfall,
Ausraster

taper (sth.) off

► langsam zurückgehen;
etw. auslaufen lassen

temper tantrum

► Trotzanfall

that is ► jedenfalls

withdrawal

► Rückzug

if central banks taper off this monetary boost too quickly, or even signal that they propose to do so, the bond markets will react negatively — or have a “taper tantrum”, like a small child. Traders will suddenly sell massive quantities of bonds, which would push up interest rates rapidly, rather than gradually, as the central banks would prefer. Such a taper tantrum occurred in the US in 2013 and the central banks want to try to avoid it happening again in 2017.

Perry: Finally, you mentioned Germany's balance of payment surpluses and whether they are a problem for the world. Is that really the case?

McMaster: Well, let's step back a bit and return to Donald Trump, who criticized “bad, very bad” Germans for selling too many cars to the US. This was, quite frankly, a very stupid comment. The point is that Germans are “good, very good” at building “good, very good” cars and consumers around the world want to buy them. So the real issue is not about a particular product or export market, it's about the fact that Germany exports so much more in total than it imports. This means at a macroeconomic level that Germany is absorbing more demand from other countries around the world — demand for its exports — than it is adding itself to global demand through the purchase of imports. And Germany's consistently large balance of payments surpluses are what The Economist

magazine recently called in a cover story “The German problem”. But the solution is not, as Trump suggested, that Germans should export less, but that Germany should import more by running a higher level of domestic demand, for example through higher government investment in infrastructure projects and/or higher wages, which would lead to higher consumption. Not surprisingly, the German media reacted negatively — and, to be honest, in a childish temper-tantrum kind of way — to the criticism from The Economist. The German media basically said that Germany didn't have a problem, other countries do. But to my mind, The Economist was spot on in its diagnosis and in its prescription of what Germany needs to do to help the world economy get back to a better balance.

Perry: OK, thanks very much, Ian. We look forward to hearing from you again next time.

McMaster: My pleasure.

Business Spotlight 5/2017, pp. 28–29; 57

balance of payments surplus

• Zahlungsbilanzüberschuss

boost

• Ankerbelung

consistently

• durchweg

interest rate

• Zinssatz

look forward to doing sth.

• sich darauf freuen, etw.

zu tun

my pleasure

• gern geschehen

occur

• sich ereignen

prescription

• Vorschrift; hier: Empfehlung(en)

quite frankly

• ehrlich gesagt

spot on: be - in sth.

UK ifml.

• bei etw. haargenau richtig

liegen

SHORT STORY

Introduction | TRACK 28

David Ingram: Erin, do you know the TV programme *Dragons' Den*?

Erin Perry: *Dragons' Den*? No, I don't think so. What is it?

David Ingram: Well, the idea is very simple. Entrepreneurs get the opportunity to pitch their business ideas to a panel of potential investors.

Erin Perry: Oh, right, of course. In the US, that's called *Shark Tank*. Great entertainment!

David Ingram: Well, this idea is the topic of our latest short story, by James Schofield. The story is called simply "*Dragons' Den*" and, as always, there's an unexpected twist. Let's listen now and find out more.

Dragons' Den | TRACK 29 MEDIUM

Hey, dude!" said Jasper as he combed his beard. "Did you see the announcement? There's a *Dragons' Den* competition taking place here next week!"

"Dragons?" asked Edward, continuing to clean the floor.

"Not real dragons! They're business angels — you know, financial investors. If you enter the competition, you get five minutes to pitch a business proposal to the Dragons and, if they like your idea, they invest money in it. It's awe-

some!" Jasper slapped Edward on the back and left the gents.

Edward sprayed cleaner on the mirrors. A business angel, that's what he needed. Could he enter this competition? But how to present his idea to the kind of business people who would visit The Hive? And would anyone take a refugee cleaner from Sierra Leone seriously?

The Hive was an old factory building in East Berlin that provided cheap office space for start-up companies. It was full of young people from around the world, all with plaid shirts, exotic tattoos and big glasses. The only way Edward could tell the sexes apart was by looking for the beards.

He was popular but treated like an exotic pet rather than a real person. Admittedly, that was better than being beaten up, something that

awesome *ifml.*

► fantastisch

business angel ► private(r) Investor(in) (eines Startups)

competition ► Wettbewerb

dragon's den ► Höhle der Drachen; hier: Titel einer TV-Show für Unternehmensgründer(innen) auf Investorensuche
enter sth.

► hier: an etw. teilnehmen

gents UK *ifml.*

► Herrentoilette

hey, dude US *ifml.*

► hey, Alter

hive ► Bienenstock

pitch sth.

► hier: präsentieren

plaid shirt

► kariertes Hemd

refugee ► Flüchtling

slap sb. on the back

► jmdm. auf die Schulter klopfen

tell sth. apart

► etw. unterscheiden

had happened a couple of times in the two years since he'd been forced to leave his wife and children and flee to Germany for political reasons.

He got a coffee from the kitchen and went up on to the roof to visit Winnie and Evelyn and think.

"Hello, you two," he said, looking into one of a number of plastic boxes that were arranged along the wall at the edge of the building. "How are you today?" Two pairs of snail eyes turned to look at him and then Winnie and Evelyn moved slowly across the soil in the box towards the lettuce leaf he held out to them.

The central area of The Hive was full. Tickets for the event had sold out in a day and excitement hung in the air. There was a stage in the middle with a screen and three comfortable chairs in front of it, where the Dragons would sit and listen to the business proposals. A table at the back of the room was filled with quinoa salad, vegetarian burritos and falafel, and the bar was selling a range of craft beers from around the world, with names like Scorpion Tail, Headbanger or Latin Lover.

Edward stood at the edge of the crowd, feeling out of place. He had applied to present his idea, but the organizers said it wasn't suitable. At first, he'd been disappointed, but now he was

glad. All week long, the other competitors had been talking about their presentations to him. Jasper was designing "The Data Beanie" — a woollen hat with a built-in Bluetooth connection that used your location to tell you about bars or restaurants or cool events that were happening in your area. Kylie had built a prototype of a robot arm that did tattoos, and there were several more with fantastic ideas. Edward would have looked stupid.

"Bro, could you go to the cellar for more beer? The Headbanger is nearly finished!" shouted the barman to Edward. He was just about to go downstairs when a girl stopped him.

"Excuse me, but do you have any beer that doesn't have garlic, chilli or shark's teeth in it?" she asked. "I'd like something normal."

Edward laughed. "Just a moment!" He fetched a crate of Headbanger for the bar, took a glass off the shelf and returned to the girl, with a bottle of ordinary beer in his hand.

apply to do sth.

- sich bewerben, etw. zu tun

beanie ➤ Beanie-Mütze, Scheitelkäppchen

bro ifml. ➤ kurz für: brother; hier: Kumpel

competitor

- (Wettbewerbs-)Teilnehmer(in)

crate ➤ Kiste, Kasten

feel out of place

- sich fehl am Platz fühlen

garlic ➤ Knoblauch

lettuce ➤ (Kopf-)Salat

shark ➤ Haifisch

snail ➤ Schnecke

soil ➤ Erde

suitable: be ~

- geeignet sein

woollen hat ➤ Wollmütze

"Thank you," she said. "And a glass as well. How did you know?"

"My mother always said you can't smell the beer properly when you drink from a bottle."

"True. And you show no respect for the brewer. Though in the case of whoever brewed Headbanger, I don't think he deserves any!"

The show began. The main aim of the Dragons seemed to be to humiliate the presenters. Poor Jasper was in tears after they had finished with him, and they were very sarcastic about Kylie's robot arm after it tattooed a flying pig on to somebody's back instead of a bird.

"Oh, dear," said the girl after a while. "What do you think of this?"

"I'm glad I didn't go on. I wanted to."

"Yes? What was your idea?"

He took her on to the roof and showed her Winnie and Evelyn, who were cheerfully eating a leaf.

"Look at this!" he said proudly. "I'm a snail farmer. I want to set up a snail-farming franchise business for Berlin. That is my idea!"

"With two snails?" she asked, sounding disappointed.

"And these!" He took the lids off the other boxes to show hundreds and hundreds of snails.

Winnie and Evelyn were his two oldest snails; the rest were their children and were a valuable commodity. First of all, snail meat was high in protein but low in fat, making it attractive to

the health-conscious. Secondly, snail eggs were prized by many gourmets.

"White caviar, they call it: €1,600 a kilo! And did you know that snail slime can be used for skin and beauty products? It has healing properties."

"Wow!" said the girl. "I never knew. Listen, why don't you give me a call tomorrow? We can talk some more." She took a card out of her handbag and gave it to Edward. He held up his hands in protest.

"That's very nice, but I'm married, you see? I really don't..."

"So am I!" she laughed. "Look at my card and give me a call!" She disappeared downstairs and, shortly afterwards, Edward saw her crossing the road. She looked up at the roof and waved at him. He turned her card over.

"Dr Gina von Türow," he read. "Angel Wings Investments..."

Business Spotlight 5/2017, pp. 60–61

brew sth. ➤ etw. brauen

brewer ➤ Brauer(in)

commodity

➤ Ware, Wirtschaftsgut

healing property

➤ heilende Eigenschaft

humiliate sb.

➤ jmdn. demütigen

lid ➤ Deckel

prize sth.

➤ etw. hoch schätzen

snail slime

➤ Schnecksenschleim

CONCLUSION | TRACK 30

David Ingram: Well, we've come to the end of Business Spotlight Audio 5/2017. We hope you've enjoyed it and have found our exercises helpful.

Erin Perry: As an alternative to the CD, we also offer Business Spotlight Audio as a subscription download, so you can take the sound of business with you wherever you go. For more information, or to find out about our range of products, visit our website at www.business-spotlight.de

David Ingram: Until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

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Fachredaktion: Margaret Davis,
Hildegard Rudolph,

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www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

**Downloadable audio files
are available at:**

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Geschäftsführer:

Rudolf Spindler,

Jan Henrik Groß

Amtsgericht München

HRB 179611

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